

**SIQWL IMPLIMENTATION AT AB GROUP**  
**SELF-ASSESSMENT AND TARGETED IMPROVEMENT**

**Reported By: AN**  
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**Distribution: MN, AK, VL, and AB**

**A. INTRODUCTION**

A task force comprising DB, VL, AB and AN was set up by the CEO to address the aspect of Quality of Work Life in AB Group. The first meeting assessed the current maturity of the Management System in supporting and enhancing the Quality of Work Life.

**B. PROCEEDINGS**

1. We reviewed each element of the model and each Member assessed the current maturity level of the Management System in our organization. Given that each member of the task force was drawn from different Business Units and VL was from Corporate Marketing, it was expected that there would be some variation in the way we scored.
2. We arrived at a reasonable consensus on where we stood.
3. We decided to target the next level on the Maturity matrix for each of the elements. The Task Force felt that targeting the next level is reasonable, rather than "radical change" which can be difficult to achieve in our circumstances. Not all elements were selected and during the first phase it was decided to focus on the most necessary elements. We chose 9 elements for the next six months. One of the factors in choosing the elements was the fact that some work was already in progress in these areas, and it was felt that that the new developments would compliment/supplement existing efforts.

## **C. NEXT STEPS**

1. The Task force will MEET NEXT with concrete suggestions on Policies, processes, procedures that should be considered for implementation. I would suggest that we look at what is practical and easy to accomplish, rather than design complex functionality that may require advanced Information Technology support.
2. At the NEXT MEETING , we will draw up an action plan. Each actionable item will be assigned resources, time scheduled and assigned as a responsibility to a member of the Task Force.

## **D. Proposed Date for next meeting of the Task Force.**

*22<sup>nd</sup> October 2000.*

## **E. ASSESSMENT AND TARGETED IMPROVEMENT**

### **1. Assessment of member's learning needs and providing the training**

Most staff members are keen to learn and enhance their personal productivity. The inability to enhance their personal productivity and contribute to the performance of your process is a source of frustration. To work with the least effort or to achieve mastery and control over what we do, is intrinsic to human nature. What do you do to help the member enhance his/her skills, knowledge and attitudes?

Current Maturity : 1      TARGET : 2

System must provide:

Training/Learning needs are assessed half yearly/yearly and administered from time to time.

## 2. Appraisal of member's performance.

A self-assessment and feedback system permits a member to know precisely how he is performing. Members are uncomfortable when they do not have a precise idea of how they measure up *to meeting expectations within the processes they work.*

It helps to keep in mind that increasingly members play multiple roles in multiple organizational processes, and it is simply impossible in today's workplace to gauge performance accurately and objectively just by "feeling around".

Current Maturity : 1      TARGET : 2

System must provide:

Job Descriptions are established. Members are assessed and appraised by 2 or more staff, against Job Description. Job Descriptions are often changed to accommodate Changing requirements, and such Job descriptions are communicated to members.

## 3. Empowerment of the member in setting his performance target and claiming his reward.

Current Maturity : 1      TARGET : 2

NOT TO BE CONSIDERED FOR THIS PHASE OF SYSTEMIC IMPROVEMENT

## 4. Allowing a member to balance his personal needs with his/her contribution to the community.

Current Maturity : 0      TARGET : 1

NOT TO BE CONSIDERED FOR THIS PHASE OF SYSTEMIC IMPROVEMENT

## 5. Enhancing Member's well-being.

Current Maturity : 0      TARGET : 1

NOT TO BE CONSIDERED FOR THIS PHASE OF SYSTEMIC IMPROVEMENT

## 6. Maintain transparency in the Organization so that the member is able to comprehend and relate to the situation of the Organization vis-a-vis the external environment.

Vexing thought it may seem to some Organizations, Ownership and transparency is almost inseparable. If you think people are not responsible

and do not take ownership , review and reconsider the transparency in your organization ? What do you think will happen if all the members were to act and behave like the "shareholders" of the company ?

Current Maturity : 3 TARGET : 4

System must provide:

Policies are established that permit the free communication of information by memos, newsletters and discussion groups on all events and circumstances within the organization. Financial and Quality information is published and made available to all members. A system is established for sharing operational & human-interest information drawn from all departments/units with all others. Any crisis is announced formally to key executives for dissemination to all members.

## 7. Contribution of the company in meeting the Personal Vision of the member.

Good that your Organization has a vision ! This Vision can be a "shared" vision, or it can be simply a vision of the CEO. Do you want your Vision to be effective, and create a compelling desire in each member to see its realization? The greatest barrier is the **wall of organizational cynicism** created by your inability to listen and respond to the personal vision of the members. Achieve a breakthrough by contributing in meeting your member's personal vision!

Current Maturity : 0 TARGET : 1

System must provide:

Managers review and understand the Personal vision of members reporting to them. Managers empathize with/and facilitate employees achieving their vision.

## 8. Dissolving mental Blocks and helping the member to change his own attitudes.

In developing Organizational and team synergy, your greatest enemy will be the mental blocks and mental paradigms of your members. Help them dissolve debilitating mental blocks and restraining inhibitions.

Current Maturity : 0 TARGET : 1

System must provide:

Managers are trained to identify mental blocks and disempowering beliefs. Managers are trained to in the skills of attitudinal change.

### 9. Facilitating a frank and open appraisal of current position of employee/ department/organisation, future vision and the steps in bridging the gap..

In many organizations, the vision may be loud and clear. However, the members cannot see the gap between "current reality" and the future that beckons. Often management tries to make it look like "*we are there*" or "*we have always been there*". This paradox will invariably result in cynicism and unhappiness amongst members. Especially front line staff will be constantly reminded by the world outside that they "do not deserve the vision".

Current Maturity : 2 TARGET : 3

System must provide:

Plans for communicating current reality formally and honestly are established. All formal review meetings start and end with gapping accurately "as is" and "to be".

### 10. Development of the infrastructure or Installation of the infrastructure for collaborative work leading to "Synergy".

Current Maturity : 0 TARGET : 1

NOT TO BE CONSIDERED FOR THIS PHASE OF SYSTEMIC IMPROVEMENT

### 11. Feelings of ownership, and the building of a Work place community.

Current Maturity : 1 TARGET : 2

NOT TO BE CONSIDERED FOR THIS PHASE OF SYSTEMIC IMPROVEMENT

### 12. Development of member's objectivity and "Inference management" abilities.

Current Maturity : 0 TARGET : 1

NOT TO BE CONSIDERED FOR THIS PHASE OF SYSTEMIC IMPROVEMENT

### 13. Encouraging contribution of the member to improvement of Business processes.

The real victims of dysfunctional business processes are in a way the members who work within the processes. They are targeted by frustrated customers of the process, stakeholders such as managers and owners who profit from the process **and incredibly enough have little or no role in improving the process.** It would not be wrong to assume that working in processes you have no control over causes very high stress and anxiety.

Current Maturity : 1 TARGET : 2

System must provide:

Process Improvement Teams are established. Members are trained in Process improvement techniques. Members contribute to Process Improvement. Members are rewarded directly on the basis of contribution to Process Improvement. Process Improvement is quantified.

### 14. Creating an environment conducive for inter-dependency of members.

Current Maturity : 0 TARGET : 1

NOT TO BE CONSIDERED FOR THIS PHASE OF SYSTEMIC IMPROVEMENT

### 15. Job Design, Redesign, and Organizational Structure changes to enhance Quality of Work Life.

Current Maturity : 0 TARGET : 1

NOT TO BE CONSIDERED FOR THIS PHASE OF SYSTEMIC IMPROVEMENT

### 16. Respect for Intellectual Capital

Your respect for intellectual capital demonstrates your respect for the members who build this capital. How your organization works to acquire, enhance, manage and even account for intellectual capital mirrors the "value and esteem" that members will accord to themselves in the context of your organization. **The lack of perceived "value and esteem" can mean employee turnover, unhappiness and low productivity.**

Current Maturity : 0 TARGET : 2

System must provide:

Record of skills & knowledge imparted to members is maintained.

## 17. Building a culture with each member as a "building block"

Building a culture involves traditions, rituals, communication, stories etc., However the **stories** that shape your company culture can be strongly influenced by workplace incidents. Do you have a system in place **that fosters positive incidents and limits negative ones ?** This will help to shape your organizational culture ?

Current Maturity : 0 TARGET : 2

System must provide:

Building Culture involves Action plans and Programs designed to influence and develop a desirable Culture.